

DATE: July 27, 2017

SUBJECT: Roane State Community College Master Plan Update

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION

Master plans provide an opportunity for long-range planning that incorporates the institution's needs and ambitions, while also providing the public and state government a sense for how the institution might evolve over time. Whether the acquisition of strategic property, the need for and efficient use of facilities, or an analysis of how the campus footprint meshes with the surrounding community, master plans provide a method of anticipating and preparing for the future needs of the campus and the students it serves. THEC requires institutions to develop a new master plan every ten years.

MASTER PLAN SUMMARY

Unlike any other community college in Tennessee, Roane State comprises ten separate campuses, with Cumberland, Knox, Loudon, and Scott County campuses outlining the cardinal edges of the network. In Fall 2016, Roane State served nearly 6,000 students (headcount) and had a full-time equivalent (FTE) enrollment of over 3,500; the largest campus, Oak Ridge, served 1,194 FTE students while Harriman, the main campus, served 656 FTE. The campus planning and design firm, TSW, used the THEC Space Model, campus input, and local and regional demographic data to develop the Master Plan. TSW used extensive analysis to find that the ten campuses in Roane State's network are optimally located to meet the region's need today and in the coming decade. The Space Guidelines show little to no need for additional academic space at Harriman and Oak Ridge, but significant need for classrooms and class labs at Cumberland and Knox County. As such, the Master Plan recommends no new buildings or expansions at Harriman, but does see need for major renovations in the Technology and Dunbar buildings. To address the space needs at Knox County, the Master Plan, noting that no room for expansion exists, recommends locating a larger, more visible, and more accessible location in Knox County.

RECOMMENDATION

In recognizing the varying needs of its extensive network, the 2017 Roane State Master Plan serves as an exhaustive plan to guide the College for the next decade. It has been thoroughly reviewed, and THEC staff recommend it for approval.

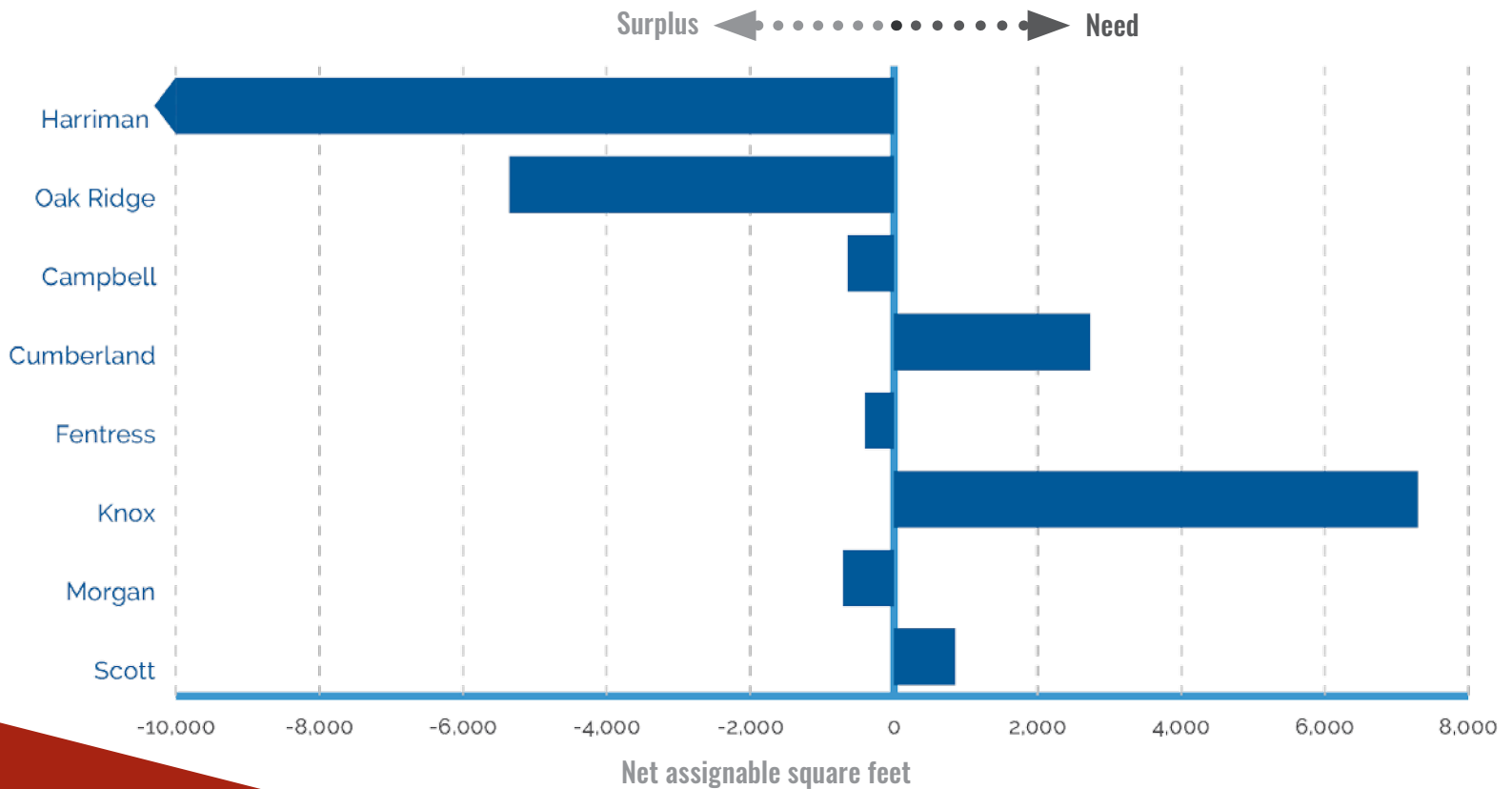
EXECUTIVE SUMMARY

Roane State Community College has a network of eight state-owned campuses, as well as numerous other leased campuses, as shown in the map at right. A number of these campuses

were funded by county or local sources, in what is a somewhat unique model for Tennessee community colleges, but allows Roane State to reach a high percentage of residents in its service area. Roane State also has a campus in Knox County, which is outside of the primary service area.

This campus provides only health care programs. This Master Plan recommends improvements on each state-owned campus, especially on the Main Campus in Harriman. No major site issues were identified on any campus.

FALL 2016 CLASSROOM AND LAB SPACE NEEDS (THEC)



A detailed demographic and labor market analysis was conducted as part of this Master Plan and is summarized on pages 22-31. Key findings are as follows:

- Loudon, Cumberland, and Knox counties are projected to have the fastest growing population
- Participation rates are consistently high across the service area
- Most areas are within a 30-minute of a Roane State campus
- Morgan, Fentress, Campbell, and Scott counties have highest adult population with no college degree

A detailed space analysis was also conducted for all state-owned campuses and is summarized on pages 52-61. The chart on the following pages summarizes the need for additional teaching space by campus according to the Tennessee Higher Education Commission space model.



INSTITUTIONAL VISION

Roane State's vision is to be a premier learning institution that transforms lives, strengthens community, and inspires individuals to excellence

HARRIMAN CAMPUS PROPOSED MAJOR IMPROVEMENTS

While no new buildings or facility expansions are envisioned on the Harriman Campus due to the lack of identified space needs, a number of other improvements have been identified as follows. See pages 64-70 for additional detail.

TECHNOLOGY BUILDING MAJOR RENOVATION

This aging building is in need of upgrades to be on-par with other facilities on campus. These include a new roof, electrical upgrades, and improvements to finishes, lighting, and furniture, especially in underutilized spaces.

BASEBALL/SOFTBALL FIELDS

The construction of a parking lot and the installation of outdoor lighting will make these fields more usable for visitors and in the evening. A small training, locker room, and coach office building will provide needed space.

EXPO CENTER

A number of upgrades are recommended to the existing Agricultural Exposition Center, as shown on page 64.

DUNBAR BUILDING RENOVATION

This building is the administrative, social, and academic center of campus, but should be modernized to provide a more welcoming feel and increase utilization. Renovations should focus on restrooms, labs, hallways, and the student center, where new lighting, furniture, and colors have the potential to transform the space.

MAIN PARKING LOT IMPROVEMENTS

The complete lack of landscaping creates an institutional feel that contrasts sharply with the interior of the campus. Trees, grass plantings, new curbs, and new pavement will create a better first impression.

FRONT LAWN IMPROVEMENTS

The eastern edge of campus, along Patton Lane, has a rural but unwelcoming feel. New tree and grass plantings could soften the view and help frame views of the O'Brien Building.

QUADRANGLE IMPROVEMENTS

The existing landscaping of the quad is complicated and costly to maintain, as well as lacking seating areas and shade. Strategic tree and grass plantings, combined with new furnishings, will enliven this space.

STUDENT CENTER PATIO IMPROVEMENTS

The addition of landscaping, planters, furniture, and building signage to this space will draw the existing energy from inside the student center outside onto this patio with attractive views.

O'BRIEN COURTYARD IMPROVEMENTS

This low-lying space should be re-envisioned with landscaping, trees, and potentially an outdoor classroom.

PROPOSED IMPROVEMENTS ON OTHER CAMPUSES

A number of improvements are also recommended for Roane State's other campuses, as follows. See pages 71-72 for additional detail.

OAK RIDGE CAMPUS IMPROVEMENTS

Landscaping updates, an investigation of settling in the library, flooding improvements, and repaving will improve the look and functionality of the campus.

CAMPBELL COUNTY ADDITION

A new science lab and two classrooms will allow more courses to be offered on this site.

CUMBERLAND COUNTY ADDITION

A chemistry lab should will allow more courses to be offered on this site.

CLINTON FACILITY

Land should be acquired and a permanent state-owned structure should be constructed.

KNOX COUNTY CAMPUS

There is a need for additional teaching space on this campus, but no adjacent land is available to expand and the existing location lacks visibility. A new location should be identified for a leased or state-owned campus in a more visible location.

FACILITIES IMPROVEMENTS

A number of improvements have been identified for buildings on most campuses to address deferred maintenance issues and ensure all facilities are fully functional and modernized. These are detailed on page 73.

